

Toronto Grand Opry  
Housing Corporation

Country "No-Gentle"  
Thomas "Tommy"  
Hunter

EX 17.2

ACCOUNTABILITY FRAMEWORK FOR INTEGRATED SERVICE  
MODELS

CHARTER OF TORONTO – SENIORS SERVICES AND LONG-TERM CARE

THE CHARTER OF TORONTO

TORONTO COMMUNITY HOUSING CORPORATION'S SENIORS HOUSING  
UNIT



Integrated Service Models

# Country "No-Gentle" Thomas "Tommy" Hunter

<b>Table of Contents</b>	
<b>Section 1: Introduction and Overview</b>	<b>5</b>
<b>Section 2: Seniors Housing Needs</b>	<b>7</b>
a. Understanding the Needs of Senior Tenants	
b. How TCHC Supports Senior Tenants	
<b>Section 3: About the Integrated Service Model</b>	
a. Overview of Integrated Service Model	
b. Relevant Council Decisions Supporting the ISM	
c. Roles and Responsibilities in the Implementation of the ISM	
<b>Section 4: Implementing the Integrated Service Model</b>	<b>13</b>
a. Requirements and Rationales for ISM Innovation	13
Innovation 1: New Staffing Model	13
Innovation 2: Units-Specific Policies and Procedures	15
Innovation 3: Focus on Health and Wellness	17
Innovation 4: Integrated Care Coordinator in Seniors Buildings	17
b. Requirements for Tenant Engagement	18
Senior Tenant Advisory Committee (STAC)	18
Other Tenant Engagement	19
c. ISM Implementation Plan	19
<b>Section 5: Performance Management Plan</b>	<b>20</b>
a. Reporting – Annual Program Report	20
b. Key Performance Indicators	21
Senior Tenant Satisfaction (Senior Tenant Experience Survey)	23
c. Implementation of Performance Indicators	24
e. Reporting Cycle	24
<b>Section 6: Quality Assurance and Compliance</b>	<b>25</b>
<b>Section 7: Appendix</b>	<b>26</b>

# Integrated Service Models



# Country "No-Gentle" Thomas "Tommy" Hunter

## Table of Appendices

Appendix A: Overview of Engagement on the Integrated Service Model.....	27
Appendix B: Summary of CMHC Grant Support Research.....	28
Appendix C: Integrated Service Model Logic Model.....	29
Appendix D: List of 83 Seniors-Designated TCHC.....	30
Appendix E: Integrated Service Model Staffing.....	31
Appendix F: Proposed Staff Training Topics.....	36
Appendix G: Reporting Requirements.....	37
Appendix H: Data Dictionary.....	40



# Integrated Service Models

# Country "No-Gentle" Thomas "Tommy"

## List of Acronyms

Acronym	Description
SSLTC	Seniors Services and Long-Term
SHU	Seniors Housing Unit, Toronto Community Housing Corp.
SHC	Seniors Housing Corporation
TCHC	Toronto Community Housing Corp.
TC LHIN	Toronto Central Local Health Integ
ISM	Integrated Service Model
SSC	Seniors Service Coordinator (former
TSA	Tenant Services Administrator
SES	Support and Engagement Superv
STAC	Senior Tenant Advisory Committe
CSC	Community Services Coordinator
TSC	Tenant Services Coordinator
Hubs	Seniors Health and Wellness Hub



# Integrated Service Models



## Section 1: Introduction and Overview

Toronto Community Housing Corporation (TCHC) is a not-for-profit organization in Canada. Around 25% of TCHC's 110,000 tenants are seniors. Of the 83 buildings designated specifically for seniors, 30 are currently designated as First at the City of Toronto indicated that there were gaps in the delivery of housing services to seniors in TCHC and that there was a need for better integration of housing and health services (see [EX34.3](#)). To address these gaps, the City of Toronto made recommendations calling for improved living conditions for seniors in TCHC, including the creation of a standalone Seniors Housing Unit. Through the delivery of an Integrated Service Model, this new unit will focus on addressing the specific needs of seniors currently residing in the 83 seniors-designated buildings, ensuring access to the housing, health, and community services they need to maximize their ability to age in their homes for as long as possible with dignity and independence. To achieve this, the Integrated Service Model implements four key components:

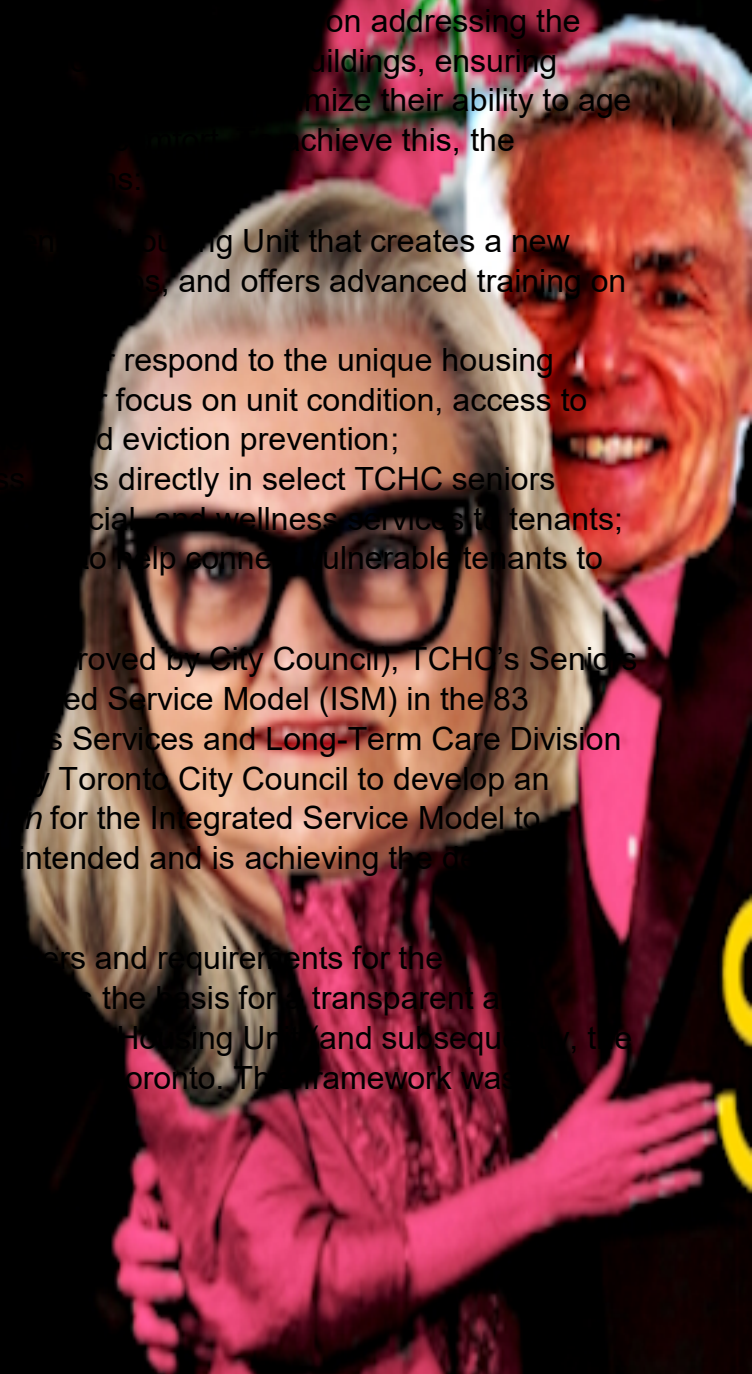
- (1) An enhanced housing model in the TCHC Seniors Housing Unit that creates a new tenancy model with reduced staff-to-tenant ratios, and offers advanced training on seniors' issues to housing staff;
- (2) Revised and enhanced specific housing policies and procedures that respond to the unique housing challenges faced by senior tenants with a particular focus on unit condition, access to services, safety and security, community, and eviction prevention;
- (3) Co-located Seniors Health and Wellness Units directly in select TCHC seniors buildings to provide access to a range of health, social, and wellness services to tenants;
- (4) Designated Seniors Coordinators in each building to help connect vulnerable tenants to health and community support services.

While the new Seniors Housing Unit is being established and approved by City Council, TCHC's Seniors Housing Unit is responsible for delivering the Integrated Service Model (ISM) in the 83 seniors-designated buildings. In addition, the Seniors Services and Long-Term Care Division at the City of Toronto (SSLTC) has been directed by Toronto City Council to develop an *Accountability Framework and Implementation Plan* for the Integrated Service Model to ensure this new service model is implemented as intended and is achieving the desired outcomes.

The *Accountability Framework* outlines the standards and requirements for the implementation and evaluation of the ISM, serving as the basis for a transparent and effective accountability relationship between the Seniors Housing Unit (and subsequently, the Seniors Housing Corporation) and the City of Toronto. The framework was developed to respond to the following objectives:

# Country "No-Gentle" Thomas "Tommy"

...of age 35, ...  
A review of TCHC ...  
adequate and income ...  
...between ...  
...improved a ...  
...seniors living in ...  
...Through the ...  
...on addressing the ...  
...buildings, ensuring ...  
...maximize their ability to age ...  
...achieve this, the ...



# Integrated Service Models

# Toronto Gra... Housing Corporation



As such, this *Accountability Framework* provides the following information:

- **Section 1** provides background on the history of seniors based on expert led research and consultations with senior tenants. It describes the achievements made to date in improving the quality of life for seniors tenants living in TCHC seniors buildings;
- **Section 2** describes the ISM in-depth, including the history of its development, stakeholder engagement, and the roles and responsibilities of key partners;
- **Section 3** details on the implementation of the ISM, including specific service objectives and delivery expectations;
- **Section 4** sets the performance management strategy and summarizes the foundation of the accountability relationship between the Seniors Housing Unit and SSLTC;
- **Section 6** sets how the Seniors Housing Unit will work with SSLTC to ensure the model achieves positive outcomes for senior tenants.

Until such as time as the Seniors Housing Corporation, if approved, assumes operations of the 83 seniors-designed TCHC buildings, the accountability relationship outlined in this document is specifically directed towards the Seniors Housing Unit at TCHC.

# Country "No-Gentle

## Timothy "Timmy"

### Hunter

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...  
...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...  
...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

- ...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

...considering what the Seniors Housing Unit Corporation is accountable for delivering, namely ... and ... service ...

# Integrated Service Models



## Section 2: Seniors Housing Needs

### a. Understanding the Needs of Senior Tenants

Housing is an important determinant of health, showing that poor housing conditions are linked to poor health outcomes. Nearly a quarter of Canadian seniors do not have access to adequate, acceptable, or affordable housing, and, particularly those who are low-income, have job and income challenges. A recent review conducted by Dr. Christine Shephard at the Canadian Urban Institute found that low-income seniors living in social housing are more likely to be female, live alone, have lower education, and self-report falls, chronic health conditions, and need for support and services. Compared to senior renters and homeowners, those living in social housing have higher rates of disability and are more likely to experience mental health issues, alcohol consumption, depression, loneliness, cognitive decline, falls history, polypharmacy, and food insecurity. They also have higher rates of hospital calls and hospital admissions, and a higher risk of nursing home placement.

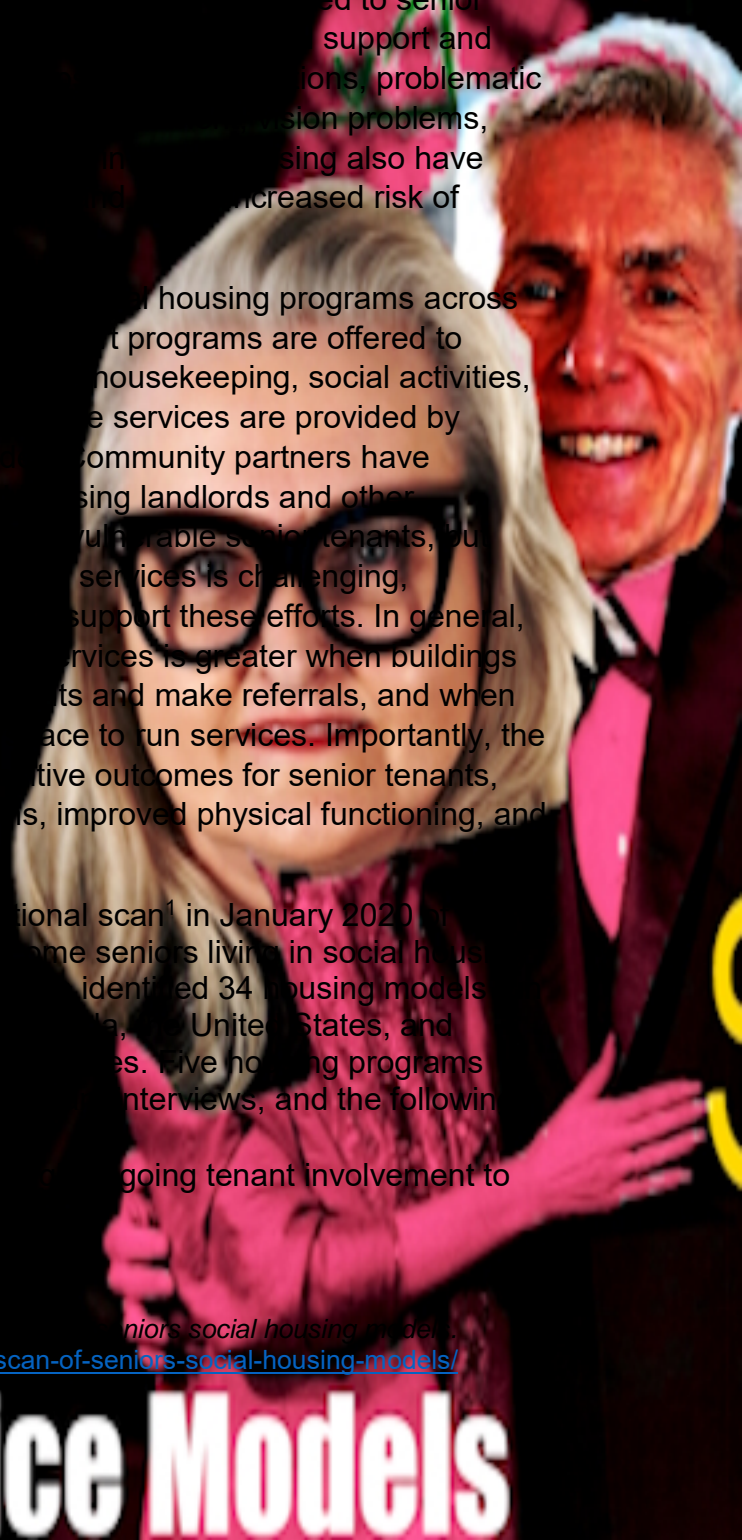
Dr. Shephard also found that in most social housing programs across North America, a range of health and community support programs are offered to tenants directly, including meals, transportation, housekeeping, social activities, health education, and primary care; in most cases, these services are provided by community partners rather than the housing provider. Community partners have indicated that it is harder to partner with social housing landlords and other community agencies to jointly offer on-site services to vulnerable senior tenants, but note that coordinating with multiple agencies to provide services is challenging, especially when there is no centralized coordinating support these efforts. In general, awareness of, and access to, on-site programs and services is greater when buildings have designated health staff to identify at-risk tenants and make referrals, and when the program has dedicated office and/or program space to run services. Importantly, the provision of on-site services is linked to several positive outcomes for senior tenants, including reduced hospital calls and hospital admissions, improved physical functioning, and enhanced mental health and resilience.

The Canadian Urban Institute conducted an international scan<sup>1</sup> in January 2020 of service models that support low- and middle-income seniors living in social housing with health and community support services. The scan identified 34 housing models by public, private, and non-profit providers in Canada, the United States, and Europe that integrate housing and health services. Five housing programs were selected for in-depth interviews, and the following priority recommendations were identified:

- Successful programs have strong, ongoing tenant involvement to understand and respond to their needs

<sup>1</sup> Canadian Urban Institute. (2020). *Seniors social housing models: An international scan*. Available at: <https://canurb.org/publications/environmental-scan-of-seniors-social-housing-models/>

# Country "No-Gentle" Thomas "Tommy" Hawthorn



# Integrated Service Models



# Country "No-Gentle

## Tenants "Tommy"

### Number

On-site, tenant-facing staff roles (such as Tenant Services Coordinators or Tenant Support Workers) are critical for building trust and creating community among older tenants, and play a vital role in identifying tenants who require additional supports to age in place;

- Supporting tenants with simple daily tasks (e.g., housekeeping, meal preparation) and undertaking building modifications to ensure the accessibility is key to help seniors successfully manage their tenancy and age in place;
- Health services require a high level of care and attention to the specific needs of racialized communities living in seniors' housing. Staff need to be devoted to providing culturally appropriate services;
- Housing, health, and social service providers operate in different worlds, but collaborative partnerships are needed to develop integrated programs. While sharing health and housing information creates complex privacy issues, programs have developed protocols, record keeping practices, data sharing agreements, and other measures to overcome these issues.

The research findings outlined above reinforce the need for racialized models of care for seniors' housing and helped inform the development of the Integrated Service Model for TCHC seniors buildings.

### b. How the Integrated Service Model Supports Senior Tenants

Over the past decade, TCHC has undertaken significant transformations to improve service delivery for 100,000 tenants. These transformations have benefited all TCHC residents, and some have specifically targeted the seniors portfolio. More recently, since the approval of the Tenants First plan in 2018, significant improvements have occurred across the family and seniors portfolio to ensure TCHC focuses on being a social housing landlord, where buildings are in a good state of repair and tenants are connected to appropriate services and are active participants in their communities. Some notable improvements to the seniors portfolio include:

- Increasing service levels by 18%;
- Reducing the Tenant Services Coordinator caseload from 520 units to 361 units;
- Developing enhanced supports for seniors facing eviction, evidenced by a decrease in evictions and a growth in tenancy support agreements.

Though significant improvements have been made, senior tenants continue to advocate for improvements in their housing. As a result of a series of TCHC-led consultations in the 83 seniors-designated buildings, and a recent tenant satisfaction survey, senior tenants identified four key areas where improvement was required:

1. Buildings should be well-maintained and repairs completed in a timely manner;
2. Tenants should be able to access health services and social supports in their building;
3. Tenants should be able to connect to their communities; and
4. Tenants should receive respectful communication from staff.

# Integrated Service Models



The Integrated Service Model is designed to build on the progress made to date in TCHC while responding to these tenant priorities and addressing the specific needs of senior tenants identified through research and consultation with seniors, experts, and service providers.

## Section 3: About the Integrated Service Model

### a. Overview of Integrated Service Model

In response to the outstanding challenges facing seniors in TCHC, a task force was designated to develop the Integrated Service Model. This task force was formed between the City of Toronto, TCHC, and the TC LHIN. The task force was formed to identify new opportunities for service integration in the seniors portfolio. Under the leadership of the Task Force Chair, the task force, with the support of the City of Toronto divisions, TCHC, and the TC LHIN, developed the Integrated Service Model to bring about new ways of delivering and supporting senior tenants, with the ultimate goal of ensuring that seniors live with dignity and in comfort.

Therefore, the key objectives of the Integrated Service Model are:

- (1) Enhance the level of trust between seniors and housing staff;
- (2) Increase the delivery of housing services and increased focus on issues that impact seniors' housing stability;
- (3) Increase seniors' health and community support services through enhanced integration with community agencies within the buildings.

In order to determine the types of policy and program changes needed to achieve these objectives, an Integrated Planning Group was formed. This group included staff from the City of Toronto (Social Development, Finance and Administration and SSLTC), Toronto Community Housing's Seniors Housing Unit and other stakeholder representatives, and the TC LHIN. During these initial planning stages, Tenants first worked with TCHC to conduct tenant engagement in the form of information sessions, meetings, and other engagement strategies to conceptualize the key components of the ISM, which included:

- (1) A new staffing model;
- (2) Seniors-specific housing policies;
- (3) Seniors Health and Wellness Hubs;
- (4) Designated Housing Coordinators, funded by the TC LHIN.

When the ISM implementation oversaw the transfer of the SSLTC as part of the division's expanded mandate ([EX7.1](#)), extensive tenant engagement was carried out to further develop the ISM components and implementation plan (see [Appendix A](#) for an overview of the engagement process). These engagement efforts were supported through the Seniors Housing and Housing Corporation (CMHC) National Housing Research Institute's Housing Fund with Sunnybrook Research Institute, which provided a PhD-level researcher with expertise in seniors' housing. [Appendix B](#) for a summary of the engagement process, including community consultations, focus groups, and town hall meetings.

Country "No-Gentle  
Tommy"  
Hunter

Integrated Service Models

Healthcare providers, and housing experts were consulted to establish the new staffing model, identify opportunities to revise and tailor housing policies to better meet the needs of seniors, and determine the potential service offerings in the Seniors Health and Wellness Hubs.

The Integrated Service Model will implement four key innovations, as follows:

ISM Innovation	Description
New Staffing Model at TCHC SHU	<ul style="list-style-type: none"> <li>A new tenant-facing position, the Tenant Care Coordinator, is created, with staff assigned to specific buildings to enable closer connections between tenants and staff, and closer working relationships between staff and the TCHC LHIN Care Coordinators.</li> <li>Increased staffing levels in the buildings.</li> <li>Expanded training is offered to staff on issues impacting seniors.</li> </ul>
Seniors-Specific Policies and Procedures	<p>All existing SHU policies and procedures are reviewed and changes are made (where necessary) to address the unique needs and specific needs of seniors.</p>
Seniors Health and Wellness Hubs	<p>Seniors Health and Wellness Hubs (on-site in select SHU buildings) are established to provide senior tenants with access to a range of health, social, and wellness services delivered by external community agencies.</p> <p>These hubs differ from the Service Hubs currently implemented across TCHC's family portfolio as they provide access to services offered by external agencies, rather than internal TCHC services such as maintenance, cleaning, operations, etc.</p>
Designated Care Coordinators	<p>In collaboration with the LHIN, designated Care Coordinators are identified for each of the 93 seniors designated buildings to provide online access to health and social services for senior tenants.</p>

The ISM Logic Model ([Appendix C](#)) explains how the ISM and its innovations are intended to achieve the proposed outcomes of supporting successful tenancies for senior tenants, and ensuring senior tenants are in place in comfort, with dignity and with supports.

### *b. Relevant Council Decisions Supporting the ISM*

As described above, the 2016 Tenants' Survey has informed a series of recommendations to improve tenants' access to services for seniors living in TCHC's family portfolio, including the City's Long-Term Care Homes and Service Support Lodges. The City's Long-Term Care Homes and Service Support Lodges (SSLTC) provide services and Long-Term Care (SSLTC). There were several key decisions that led to the implementation of the ISM in the seniors' division, including the identification of the City's SSLTC division's key role in providing services to seniors.

The ISM was originally developed as part of the program that was transferred to the SSLTC as part of the City's restructuring in 2019 ([EX7.1](#)).

# Integrated Service Models



- 1) On January 28, 2016, the Mayor's Task Force on Housing tabled its Final Report, *Transformative Change for Toronto Community Housing Corporation*, at City Council's Executive Committee. The Final Report was referred to the City Manager with direction to report back to Executive Committee on the findings and recommendations, approach and guiding principles for how to implement the recommendations and transformations at TCHC ([EX11.21](#)).

- 2) On July 12, 2016, City Council adopted *Tenants First: A Way Forward for Toronto Community Housing and Social Housing*, which directed staff to develop an implementation plan detailing how to transform TCHC into changes to TCHC to make it a landlord of choice, with a focus on providing healthy, safe and affordable housing.

[EX16.11](#)

- 3) On July 4, 2017, City Council adopted *Tenants First: A Way Forward Implementation Plan* and directed staff to further develop the Integrated Service Model of the Seniors Housing and Services Entity ([EX26.2](#)). On August 1, 2017, Council approved the strategic integration of City of Toronto's seniors and services responsibilities into the management of the Seniors Housing and Services Entity under a new Seniors Housing and Services entity that is separate from TCHC and more directly accountable to City Council.

- 4) On September 1, 2017, City Council adopted *Tenants First - Creating a Seniors Housing Unit at Toronto Community Housing Corporation and Transforming Towards a Seniors Housing and Services Entity at the City*, which recommended developing the Integrated Service Model ([EX34.3](#)). In this report, staff outlined how the ISM would be developed in partnership with TC LHIN, and would provide living in place and improved quality of life for senior tenants.

- 5) In April 2018, City Council adopted *Accountability: the City's Tenants First Project* which designated SSLTC as the seniors housing entity for the City of Toronto ([EX4.3](#)). This report explained that as the demographic of the City shifts to include more seniors, the City needs to be proactive and nimble in planning to meet the needs of seniors. With a new and expanded scope, SSLTC takes on an enhanced role in municipal system service planning to improve and integrate services for seniors. Elements of municipal system service planning include:

- Centring policy responsibility for municipal services for seniors, including responsibility for implementing and reporting on the Toronto Seniors Strategy 2.0;
- Coordinating external relationships including relevant provincial ministries and agencies, community organizations and other partners;
- Coordinating City services for seniors, whether they be directed primarily to seniors or other City divisions, agencies and corporations;
- Leading and supporting initiatives for seniors including liaison with the Toronto Seniors Council and locally-initiated lived experience groups;
- Leading and supporting advice to the government regarding seniors service planning;

Integrated Service Models

(b) On July 15, 2019, City Council adopted *Implementing Tenants First – A New Seniors Housing Corporation and Proposed Changes to Toronto Community Housing Corporation's Governance and Structure*, which approved in principle the establishment of a City services corporation to manage designated buildings ([EX7.1](#)). Council also directed the creation of a Tenants Advisory Committee and implemented the ISM, starting with 10 sites or 2500 units. Council specifically called on the Manager of SSLTC to develop and report on the *Accountability Framework and Implementation Plan for the ISM*.

### c. Roles and Responsibilities in the Implementation of the ISM

The development and delivery of the ISM involves several partners, with varying roles and responsibilities, described below.

Partner	Role Description
Seniors Services and Long-Term Care, City of Toronto	SSLTC has a mandate for municipal service planning, integration of seniors services, and driving the Toronto Seniors Strategy. It also offers several community support programs, including Adult Day Programs, Supportive Housing, and Homemaking and Nursing services for vulnerable individuals who reside in the community. SSLTC also directly operates 10 long-term care homes.
	<a href="#">EX7.1</a> designates SSLTC as the body responsible for overseeing the implementation and evaluation of the ISM in the 83 seniors-designated buildings. SSLTC is responsible to oversee and evaluate the ISM through an <i>Accountability Framework</i> to ensure the model is successful and meets stated outcomes.
Toronto Central Local Health Integration Network	The TC LHIN is a community partner in the development and implementation of the ISM and is working jointly to: <ul style="list-style-type: none"> <li>(1) Identify designated Care Coordinator(s) for each of the 83 seniors' buildings;</li> <li>(2) Ensure Care Coordinators participate in joint training/team meetings with housing staff;</li> <li>(3) Support primary care connections for senior tenants in the buildings;</li> <li>(4) Provide data to support the ongoing evaluation of the model.</li> </ul>
Seniors Housing Unit, Toronto Community Housing Corporation	The SHU manages the 83 seniors-designated TCHC buildings that are located across the City (see map of buildings by region). As such, the SHU is responsible for the ISM and adhering to the <i>Accountability Framework</i> once this <i>Accountability Framework</i> is established. Once the SHC is established, the SHU will continue to engage senior tenants in the ISM, publishing and managing the ISM to ensure that senior

# Integrated Service Models



Partner	Role Description
Toronto Community Housing Corporation	<p>tenants can directly influence and influence services and programs provided in the buildings.</p> <p>TCHC is an agency of the City of Toronto, a shareholder. The Shareholder Direction governs the relationship between the City of Toronto and TCHC. The Board of Directors is accountable to the City of Toronto for their obligations under the <i>Accountability Framework</i>.</p> <p>The SHU is a unit within the City of Toronto. The Seniors Housing Corporation is a separate entity through the SHU, is required to deliver on the <i>Accountability Framework</i> requirements until such time as the Seniors Housing Corporation takes over the management of the 83 seniors-designated buildings.</p>
Seniors Housing Corporation	<p>The Seniors Housing Corporation is expected to be established as a separate entity (<a href="#">EX7.1</a>). After an initial transition period, the SHU will have responsibility for managing the 83 buildings currently managed by the SHU.</p> <p>Once established, the SHU will be bound by a series of foundational documents from the City of Toronto including the Shareholder Direction, the Integrating Agreement, which outlines the broader relationship between the new Corporation and the City of Toronto, and the ISM-related program delivery aspects identified in the <i>Accountability Framework</i>. It will also be responsible for responding to the requirements in the <i>Accountability Framework</i>.</p>
Shelter, Support & Housing Administration, City of Toronto	<p>Under the Housing Services Act, 2011, Shelter, Support &amp; Housing Administration (SSHA) is the service manager for housing and homelessness services in Toronto. As such, SSHA manages the operating agreement that governs TCHC's strategic operations; a similar governing relationship will be established with the SHU once created.</p>

## Section 4: Implementing the Integrated Service Model

### a. Requirements and Rationales for Innovations

This section provides an overview of the requirements that the SHU will be accountable for with each innovation. It also offers a rationale as to why the requirement is needed. Included are opportunities for revision to the requirements of the ISM.

In most cases, the requirements are designed to achieve the requirement, allowing for innovation in the way the requirement is met, and community needs.

**Innovation 1: New Roles and Staff Positions** Research highlights the importance of having staff positions to provide support to senior tenants. It also notes that tenant-facing staff are a

# Integrated Service Models

source of companionship and provide a sense of security to older tenants. In addition, having on-site staff with clear tenant-facing responsibilities helps foster more positive relationships between tenants and staff, which creates a community in the environment where older tenants are empowered to take an active role in the management of their buildings.<sup>2</sup>

Requirement	Rationale
Establish the new staff position: Seniors Service Coordinator (SSC).	<p>The purpose of this position is to integrate tenant and property focused services into one position (in the current model, these services are separate). Refer to the new ISM Staffing Model for more details.</p> <p>In the ISM, the new SSC will work out of one building, or a cluster of small buildings, to provide a Community Services Coordinator role, which is a tenant-facing support function, with an added responsibility for tenant-facing side of tenancy management previously handled by Tenant Services Coordinators.</p> <p>The SSC will be the primary point of contact for all tenant-facing concerns (e.g., tenant requests, referrals to services, etc.) in the building. They will work with other building staff and TC/LHIN Care Coordinators to foster strong relationships with senior tenants, support identification of tenants requiring additional supports, and facilitate referrals to community agencies as required.</p>
Establish the new staff position: Tenant Services Administrator (TSA).	The newly created position, which will work out of an area office, will be responsible for the administrative tenancy management for all buildings in their area. The TSA will prepare routine correspondence with tenants, perform rent assessments, collect arrears, analyze data, and prepare reports.
Establish a new staff position: Support and Engagement Supervisor (SES).	The SES will manage and support the SSCs and will work out of the area office. The SES will also provide support to SSCs in addressing high-needs tenants and promoting community development in the buildings.
Ensure SSCs and other staff support the appropriate number of units.	The ISM model requires an increase in staffing levels, specifically in the SSC position. Hiring additional SSCs will enable the new model to make connections with senior tenants, provide needed supports, and work more closely with tenants, seniors and other community organizations to support a maximum of 100

<sup>2</sup> Sheppard, Christine.



Requirement	Rationale
	The new TSA position takes on an administrative role, leaving the direct tenant service responsibilities to the existing TSCs (resulting in an increase in direct tenant service TSCs as they will no longer be required to support a maximum of 700 units).
Coordinate training and professional development in senior-specific issues for all building staff.	Staff in the SHU receive training on topics such as Dementia and elder abuse, income support programs (Canada Pension Plan, Old Age Security, Income Supplement), unit tenancy and friendly communication. This training enables staff to provide appropriate customer service to tenants while meeting their unique needs. For more information about the components of the tenant support plan, refer to <b>Appendix F</b> .

### *Innovative Senior-Specific Policies and Procedures*

Developing senior-specific policies and procedures which build on existing best practices represents an opportunity to address the priorities and unique needs of vulnerable tenants. Many senior tenants struggle to maintain their units in good condition due to complex health challenges, require barrier-free access to health and community support services to enhance their ability to age in place. Ongoing safety concerns are particularly important to address as many seniors are not vulnerable to certain safety and security risks (e.g., fire, abuse, unit break-ins), and need safe and secure environments in order to access on-site support services. Senior-friendly policies and procedures will therefore ensure senior tenants can successfully manage their tenancy and age in place with dignity and in comfort for as long as possible.

Requirement	Rationale
<b>Unit and Building Condition</b>	
Unit condition issues are identified before units become a safety risk.	A proactive approach to unit safety is needed to ensure that unit condition issues are identified early before they become an issue.
Unit condition issues are supported and resolved, and unit condition issues must be resolved before units become a safety risk.	When unit condition issues are identified, prompt referral to appropriate services is required to ensure the senior tenant can safely maintain their unit.
<b>Access to Services</b>	
Clear referrals pathways are established to connect tenants to the services and agencies serving communities.	Clear referrals pathways may require referrals to various agencies. Clear and established referral mechanisms are required to ensure that tenants can access the services as promptly as possible.

Requirement	Rationale
Programs and services delivered on-site by external agencies are tailored to meet the evolving needs and interests of senior tenants.	Engagement with senior tenants to determine needs and interests is critical to identifying and providing on-site services that are relevant and meaningful.
Programs and services delivered on-site by external agencies are regularly monitored by SHU staff to ensure equitable access and quality delivery.	On-site services for seniors are regularly evaluated to ensure they are meeting the needs and interests of the tenants.
<b>Safety and Security</b>	
Staff work with community partners to address safety concerns that hinder the partners' ability to provide on-site services to senior tenants.	Community partners provide on-site services to senior tenants and safety and security concerns may hinder community partners' ability to provide these services. It is critical that staff ensure that senior tenants are not at risk of losing these services.
Staff proactively identify situations that could lead to unit takeovers through adequate assessment and community referrals.	Senior tenants are more likely to unit takeovers if they live alone, are socially isolated, and have experience mental health challenges. It is critical that staff take a proactive approach to identifying older tenants at risk of unit takeovers (through staff training on mental health and addictions) and connect them with available supports, such as SHU and Toronto Police Services.
Staff identify signs of elder abuse, offer support, and make community referrals.	Elder abuse is a unique challenge faced by senior tenants. It is critical that staff have the information they need to support tenants who may be at risk of any form of elder abuse (including financial, physical, and emotional and psychological).
<b>Staff to Tenant Communication</b>	
Staff communicate with senior tenants in an age-friendly manner.	TCHC senior tenants are diverse. They experience and deserve to be communicated with by staff in a professional and senior friendly manner.
Staff keep senior tenants informed about ongoing developments, programming, and agency issues.	Senior tenants require consistent, frequent, and relevant information about their building and the organization.
Tenants have a feedback mechanism to communicate with staff, the area office, and the organization.	Senior tenants have the right to be heard and to be involved in the organization. With the ISM and the potential for a new TCHC, senior tenants require a clear and consistent pathway to provide feedback about their experience with their housing provider.
<b>Housing Retention</b>	
Staff proactively support senior tenants in the time leading up to their 65th birthday change, resulting in	Senior tenants turn 65 years of age, which is a critical time for change, resulting in



Requirement	Rationale
changes in their monthly income related to turning 65 years of age (due to their designation as seniors).	changes in rent geared-to-income (RGI) payments. Systems must be in place to ensure that seniors are informed and supported during any changes to avoid accumulating arrears.
Staff work with senior tenants to inform them of their legal rights and obligations as tenants.	To ensure senior tenants are able to maintain their tenancies. Staff must be aware of the rights and obligations of tenants and be able to clearly communicate this information so they have the knowledge to maintain their tenancies.
Policies are developed which address seniors related issues that increase the risk of eviction, such as cognitive impairments, physical impairments, mental health issues, etc.	Seniors have unique needs to maintain their tenancies, such as memory loss, cognitive issues, and physical impairments. There is a need to develop policies to address the unique needs of seniors.

## *Innovation 3: Seniors Health and Wellness Hubs*

Seniors Health and Wellness Hubs allow senior tenants and seniors in the community to access a range of health and social supports, provided by partner community agencies, on-site in seniors-designated buildings. By accessing these services, senior tenants are more likely to have the supports they need to maintain their tenancies and overall well-being.

Requirement	Rationale
Agencies are identified to act as partners in the establishment of Seniors Health and Wellness Hubs across the City. One hub should be located in the Phase 1 region (St. James East).	Seniors across the SHU should have access to Seniors Health and Wellness Hubs. The Hubs should where possible, also be open to seniors residing in other TC buildings and in the community.
Partner agencies and senior tenants are engaged to ensure each Seniors Health and Wellness Hub offer a range of services that meet tenants' needs.	Specific services offered in the hubs will be related to building and community engagement. Participation must be sought in the design and delivery of programs in the hubs to ensure the hub is meeting the needs of the community.

## *Innovation 4: Designing Supportive and Inclusive Buildings*

The partnership will ensure that the building design process to home and community care services for seniors is integrated to support senior tenants to age in place.

Requirement	Rationale
Designated Care Coordinators (TC LHIN funded) in seniors buildings are in place to ensure streamlined access to health and community services for senior tenants.	TC LHIN Care Coordinators are aligned in the City of Toronto neighbourhood teams, to ensure that the needs of the neighbourhood are met. Care Coordinators will connect tenants with the appropriate services and ensure that they are able to access the services they need. The City of Toronto is committed to ensuring that all seniors have access to the services they need.
Enhanced collaboration, joint training, and information shared between internal building staff and TC LHIN Care Coordinators are facilitated.	TC LHIN Care Coordinators will ensure housing staff and TC LHIN Care Coordinators are able to provide the support and information needed to support the seniors in the building. This will ensure all staff involved in supporting seniors tenants have access to the necessary information.
Integrated meetings for building and health staff (including TC LHIN Care Coordinators and agency staff) are established.	Building staff, including TC LHIN Care Coordinators, will participate in integrated team meetings with community partners to recognize the intrinsic link between housing and housing information, and ensure that information is shared to improve access to services. Staff will share best practices and learn about other available housing and health services.

### **b. Requirements for Tenant Engagement**

#### **Senior Tenant Advisory Committee (STAC)**

Ongoing engagement with senior tenants will be critical to the implementation and evaluation of the Integrated Service Model. The *Seniors Tenant Advisory Committee (STAC)* will be established specifically to provide advice and feedback on the ISM implementation and to co-evaluate the model to understand how the model has improved the lives of senior tenants.

The STAC is made up of senior tenants from seniors-designated TCHC buildings, with a special focus on tenants whose voices are not often heard, including the elderly, persons with disabilities, women, racialized persons, LGBTQ2S+, and immigrants and refugees. The STAC will focus on accessibility and addressing concerns and issues that affect the lives of senior tenants.

The STAC is led by the Senior Housing Unit (SHU). The SHU is responsible and accountable for the implementation of the ISM, conducting interviews,

# Integrated Service Models



selecting candidates, etc.), covering associated costs, organizing and chairing meetings, recording keeping, and facilitating building tenant engagement in the STAC. Across all of these actions, SSLTC is consulted and support as necessary. STAC membership review panel, and membership will rotate. The mandate so that it can be flexible and adapt as

The SHU will be required to provide SSLTC with a summary of the building's engagement with the STAC on an annual basis, as part of the reporting requirement, to demonstrate efforts taken to engage all senior tenants to

### *Other Tenant Engagement*

The SHU will also carry out other tenant engagement activities to foster more positive relationships with tenants, keep tenants informed and provide expertise on housing services. Engagement will include,

- 1) Annual Senior Tenant Experience Survey (see section 3.1.1);
- 2) Quarterly Tenant Newsletter to inform and engage tenants with information;
- 3) Tenant social events (e.g., building barbeques, parties, etc.) to foster a sense of community; and
- 4) Regular meetings (minimum of 1 per year) to solicit feedback on building housing services.

The SHU will also be responsible for liaising with established Tenant Committees, such as the R-PAC Committee (Responsible Person / Accessibility in Toronto Housing Committee) which aims to improve quality of life for tenants with physical disabilities), Tenant Representatives or Councils and Tenant Associations, to gather feedback and input on the ISM implementation and housing services.

The SHU will be required to provide SSLTC with a summary of tenant engagement activities on an annual basis, as part of the reporting requirement, to demonstrate efforts taken to engage all senior tenants to

### *c. ISM Implementation Plan*

SSLTC is also responsible for reporting to the Council on an implementation plan for the ISM. The ISM will be implemented in the South-East of Toronto in 2020. After an initial period, it will be further rolled out through the remainder of the SHU's mandate. The purpose of a phased implementation is to ensure that the SHU can gain additional feedback from tenants, staff, and service providers, and continue to make changes to the model based on their experiences and needs.

<sup>3</sup> Full implementation of the ISM may be adjusted due to ongoing effects of COVID-19.

# Country "No-Gentle" Thomas "Tommy" Hunter

to foster more positive relationships with tenants, keep tenants informed and seek feedback on housing services.

- 1) Annual Senior Tenant Experience Survey (see section 3.1.1);
- 2) Quarterly Tenant Newsletter to inform and engage tenants with information;
- 3) Tenant social events (e.g., building barbeques, parties, etc.) to foster a sense of community; and
- 4) Regular meetings (minimum of 1 per year) to solicit feedback on building housing services.

The SHU will also be responsible for liaising with established Tenant Committees, such as the R-PAC Committee (Responsible Person / Accessibility in Toronto Housing Committee) which aims to improve quality of life for tenants with physical disabilities), Tenant Representatives or Councils and Tenant Associations, to gather feedback and input on the ISM implementation and housing services.

The SHU will be required to provide SSLTC with a summary of tenant engagement activities on an annual basis, as part of the reporting requirement, to demonstrate efforts taken to engage all senior tenants to

the Council on an implementation plan for the ISM. The ISM will be implemented in the South-East of Toronto in 2020. After an initial period, it will be further rolled out through the remainder of the SHU's mandate. The purpose of a phased implementation is to ensure that the SHU can gain additional feedback from tenants, staff, and service providers, and continue to make changes to the model based on their experiences and needs.

<sup>3</sup> Full implementation of the ISM may be adjusted due to ongoing effects of COVID-19.

# Integrated Service Models

data-based approach will also allow for SHU to prioritize their areas of focus for the initial rollout. Through consultation with tenants and partners, housing retention, infection prevention, access to services and supports, and staff/building conditions were identified as the primary themes for Phase 1. For future phases, the SHU will have the flexibility to identify other priority areas for action. The SHU will demonstrate that action has been taken in all areas of the ISM by the end of Phase 1. Refer to the accompanying Staff Report for the detailed Implementation Plan.

## Section 5: Performance Management

This section outlines how SSLTC will track the performance of the Seniors Housing Unit with regards to the implementation of the ISM. The performance management strategy consists of, and integrates, the following components:

- Reporting - Annual Program Report
- Key performance indicators (KPIs)
- Reporting dashboard

### a. Reporting - Annual Program Report

To fulfill the reporting requirements in the *Accountability Framework*, the Seniors Housing Unit will be required to prepare an Annual Program Report as outlined in this section. Once the new Seniors Housing Corporation is created, SSLTC will work with SSHA and other partners to integrate reporting processes into the Corporation's annual reporting requirements. In the interim, the reporting to multiple stakeholders. In the interim, the SHU will be required to submit an Annual Program Report to SSLTC.

It is important to note that TCHC and the proposed Seniors Housing Corporation are governed by other foundational documents, including the Shareholder Direction and Operating Agreement and the *Accountability Framework*. The *Accountability Framework* focuses specifically on the programmatic elements of the ISM, which are beyond the scope of the current Shareholder Direction and Operating Agreement.

Reporting Document	Contents
Annual Program Report	<p>The Seniors Housing Unit will prepare an Annual Program Report that summarizes actions taken on the programmatic elements of the ISM and priorities for the following year. The report will track progress towards the achievement of the ISM objectives of:</p> <ul style="list-style-type: none"> <li>○ Building trust between senior tenants and staff</li> <li>○ Improving access to housing services, with an emphasis on those that impact seniors' housing stability</li> <li>○ Enhancing social and community support</li> <li>○ Improving the integration of community services</li> </ul> <p>The report will also include an accountability approach, including innovations (new staffing</p>

# Integrated Service Models



Reporting Document	Contents
	<p>model, seniors-specific policies and procedures, Seniors Health and Wellness Hubs, and Tenant Engagement Strategy, as well as for Tenant Engagement and Service questions: how much do we do, how well did we do, and how can we do anyone better off?</p> <ul style="list-style-type: none"> <li>Refer to <b>Appendix G</b> for the reporting requirements.</li> </ul>

The submission of the Annual Program Report (APR) by the SHU, consisting of a select set of indicators (described in section 5b), will form the basis of the accountability relationship between the Seniors Housing Unit (SHU) and the Seniors Service Leadership Table (SSLTC). It will enable SSLTC and the City of Toronto to monitor the progress of the ISM, and assess the impact the model is having on seniors' housing and well-being. The City of Toronto has a responsibility to review and respond to the APR submitted by the SHU. Furthermore, the Annual Program Report will be made available to the public to ensure that tenants, members of the public, and the City are working together towards achieving their common goals.

## b. Key Performance Indicators

This section describes the key performance indicators (KPIs) used to measure the impact of the ISM. KPIs are the indicators (KPIs) will be used to ensure the results-based accountability relationship. The KPIs will be compared against baseline data to assess if, over time, the SHU is meeting its stated objectives as defined in the Logic Model – **Appendix C**) and addressing tenant priorities. The KPIs are based on available data sources from the SHU, the LHIN, and the City of Toronto, and reflect the priorities of tenants. In addition, data collection strategies and sources have been proposed as part of the innovation of the ISM and the accountability relationship. Refer to the Data Dictionary in **Appendix D** for more details.

ISM Objective	Key Performance Indicators	Expected Direction of Change	Source
Improve the delivery of housing services, with an increased focus on issues that impact seniors' housing stability	Emergency maintenance work orders completed	Increase (then decrease)	SHU
	Service level (i.e., % of maintenance requests completed within 48 hours)	Increase	SHU
	Best complaint resolution time	Decrease	SHU
	Complaint resolution time	Decrease	SHU
	Complaint resolution time	Decrease	SHU
	Complaint resolution time	Increase	SHU

# Country "No-Gentle

ISM Objective	Key Performance Indicators	Expected Direction of Change	Source
Toronto Grant Housing Corporation	# of community safety events	N/A	City of Toronto
	Types of community safety events	N/A	City of Toronto
	# of police calls to building	Decrease	SHU
	# of fire calls to building	Decrease	SHU
	# of false fire calls to building	Decrease	SHU
	Tenant perceptions of safety	Decrease	SHU
	Senior Tenant Experience	Decrease	SHU
	Total arrears – Value & # of households	Decrease	SHU
	Total active arrears – Value & # of households	Decrease	SHU
	Costs under the loss of security	Decrease	SHU
	Non-return of annual revenue	Decrease	SHU
	Repayment agreements	Increase	SHU
	Repayment agreements – # of households with repayment agreements versus # of households	Ratio will increase	SHU
	Outstanding annual rent	Decrease	SHU
	Active legal files (arrearage)	Decrease	SHU
	Active legal files (illegal use)	Decrease	SHU
	Active legal files (health/safety)	Decrease	SHU
	Evictions executed	Decrease	SHU
	Eviction rate (target 2.3%)	Decrease	SHU
Increase access to health and community support services through enhanced integration of community agencies within the buildings	Tenant and Community Service (TCS) support requests created	Increase (then decrease)	SHU
	Use of TCS support (e.g. arrears, concerning behaviour, crisis incident follow up, transfer, relocation, etc.)	N/A	SHU
	Referrals received from community agencies	Increase	SHU
	Referrals received from community agencies	Increase	SHU
	Referrals received from community agencies	Increase	TC LHIN
	Referrals received from community agencies	Increase	TC LHIN

# Integrated Service Models



# Country "No-Gentle

ISM Objective	Key Performance Indicators	Expected Direction of Change	Source
<p>Toronto Grant Housing Corporation</p>	# of low urgency emergency department visits from TCHC buildings	Decrease	City of Toronto SHU
	# of crisis placements from TCHC buildings	Decrease	
	# TPS (Toronto Paramedic Calls)		
	Tenant perception of access to services and supports (via Senior Tenant Experience Survey)		
Build relationships of trust senior tenants and housing providers	# of newsletters issues produced		SHU
	# of all tenant experience (via Senior Tenant Experience Survey)		SHU

Notes: The above indicators only apply to 74 of the 83 seniors-designated buildings as the remaining 9 buildings are in other regions. In addition, the TC L... are impacted by a range of other factors outside of the ISM; therefore, it is likely that outcomes will not be realized in a short time span. Limitations to the data and must be considered. The SHU provides this data as part of the partnership building... able for performance in the...ors.

These indicators represent a starting point, and they will be refined going forward to ensure additional indicators to assess quality and outcomes are included, as available. For example, in addition to the indicators above, we are currently selected and measured, TCHC is currently developing 30+ community-based Service Quality Indicators. These indicators will be tracked as part of the *Accountability Framework* when they become available.

## Senior Tenant Satisfaction (Senior Tenant Experience Survey)

In the past, TCHC has conducted annual tenant experience surveys. However, these surveys have not been designed to evaluate senior tenants' experiences specifically related to changes made through the ISM, including the new staffing model and other key innovations. Under the ISM, the SHU will conduct a revised annual Senior Tenant Experience Survey across 83 seniors-designated buildings. This survey will evaluate the ISM to better understand the changing experiences of senior tenants and assess tenant perceptions of whether the ISM is meeting their needs. Results from the survey will be used to inform changes to the ISM to better serve tenants, and will be reported to SSLTC as part of the *Accountability Framework*.

The contents of the ISM include the following components of the ISM, including:

- New staffing model and staff training
- Seniors-specific services and areas such as unit and building communication, access to services and
- Access to housing

# Integrated Service Models

### *Implementation Key Performance Indicators*

Given the ISM will be rolled out in phases, the SHU will also be responsible for reporting on the implementation status of the program. Specifically, this includes reporting on the following implementation KPIs:

Component	KPI	Source
New Staffing Model	% of new staff participating in training/professional development sessions offered	SHU
	# of training/professional development sessions offered	SHU
	Staff to tenant ratio (SSC, TSA)	SHU
Seniors-Specific Policies and Procedures	# of new policies/procedures in seniors-specific areas	SHU
Seniors Health and Wellness Hubs	# of hubs created	SHU
	# of hub related programs/initiatives	SHU
	# of tenants accessing services	SHU/ Participating community agencies
	# of tenants involved in hub establishment	SHU
Designated Care Coordinators	% of buildings with designated TC LHIN Care Coordinators	TC LHIN
	# of integrated tenant meetings between SHU staff at TC LHIN Care Coordinators	SHU
Tenant Engagement	# of STAC meetings	SHU
	# of regional town halls hosted	SHU
	# of participants at regional town halls	SHU
	# of informal tenant consultations/events (building-specific)	SHU

### *e. Reporting Cycle*

This section outlines the process for reporting documents and indicators to SSLTC.

The SHU will be required to submit the Integrated Service Model Program Report at the end of the fiscal year, with a summary of the work completed in the previous year and the priorities for the next year. Through the Integrated Service Model, the SHU will also be expected to report to SSLTC on the overall program performance in section 3 on a monthly basis.

# Integrated Service Models



# Country "No-Gentle" Thomas "Tommy"

The annual reporting cycle is outlined below:



## Section 6: Quality Assurance and Compliance

This section outlines the SSLTC's responsibility to ensure the SHU if they are:

- Meeting the terms of the reporting cycle outlined in section 5; or
- Reporting on final outcomes.

Depending on the situation these situations occurs, the response will differ.

### In situations of compliance in reporting:

If the SHU fails to provide the SHU Annual Program Report or monthly KPI data to SSLTC, SSLTC will work with senior staff (SHU General Manager) to inquire about the reason for the lack of reporting and identify barriers. If issues persist, SSLTC will extend a formal request for the information and require a revised timeline within which the SHU will be required to provide the required documentation.

### In situations of reporting sub-optimal outcomes:

During the course of Phase 1 rollout, SSLTC will work closely with the SHU to assess whether the ISM is achieving its intended outcomes. It is possible that – especially during the pilot period – the SHU may report negative, or unchanging, outcomes. This does not necessarily indicate poor performance on behalf of the SHU or of staff and could represent issues with the model. The phased approach will allow SSLTC to work closely with SHU staff to track indicators, observe change, and assess whether interventions are having the intended outcomes. If they are not, SSLTC and SHU will work collaboratively to identify new or revised strategies to address lingering challenges, which will be rolled out as part of the next phases of the model.

After Phase 1 rollout, if the SHU reports on suboptimal outcomes, this situation may indicate an issue with the ISM, or broader structural issues within the organization. If such issues are observed, SSLTC will request the SHU General Manager to provide a plan of how they intend to address the issues and report on progress in the Program Report. If improvements are not observed by the SHU, SSLTC will work with other City departments to ensure that the City's role as a sole shareholder is being fulfilled.

# Integrated Service Models

## Section 7: Appendices

Appendix A: Overview of Engagement on the Integrated Service Model

Appendix B: Summary of CMHC Grant Support for these

Appendix C: Integrated Service Model Logic Model

Appendix D: List of 83 Seniors-Designated TC

Appendix E: Integrated Service Model Staffing

Appendix F: Proposed Staff Training Topics

Appendix G: Reporting Requirements

Appendix H: Data Dictionary

# Country "No-Gentle" Thomas "Tommy" Hunter



# Integrated Service Models



Overview of Engagement Processes for the Integrated Service Model and Accountability Framework

The following chart is a record of the engagement that has taken place in the development and initial implementation of the Integrated Service Model and Accountability Framework.

PHASE 1 (2017-2018): Collaborate with stakeholders to develop recommendations for May 2018 report (EX34.3)			
Purpose	Description	Date	Details
Involve tenants and collaborate with service providers in designing a focused service delivery model for seniors, including the development of Seniors Hubs.	• Meetings with four Senior Tenant Councils to identify issues and concerns around tenant participation, customer service; security; maintenance and repairs	2017-2018	• Participants: 40 • Report/Record: Meeting Minutes • Lead: Tenants First
	• Meeting with two senior tenant representatives to identify priorities	2018	• Participants: 30 • Lead: Tenants First
	• Workshops with tenants and service providers at Byng Towers/Oakridge	2018	• Participants: 65 • Report/Record: Byng Towers Meeting Minutes • Lead: Tenants First
	• 23 meetings with Tenants First Tenant Advisory Panel	2017-2019	• Participants: 13 • Lead: Tenants First
PHASE 2 (2018): Inform senior tenants of recommendations in May 2018 report (EX34.3)			
Purpose	Description	Date	Details
Educate all tenants of recommendations in May 2018 report (EX34.3) through the Seniors Housing Unit, the Seniors Housing and Services Division and the Seniors Strategy.	• Update website (Tenants First) with key meeting dates and link to report (EX34.3)	2018	• Lead: Tenants First
	• Five information meetings with seniors and non-seniors in various buildings (246 Sackville, Chippewa, Sheppard Place, Seneca Towers, and Brimley Acres)	2018	• Participants: 123 • Report/Record: 'Focus on Seniors' Record of Discussion • Lead: Tenants First
	• 'Update on Tenants First': mass communication to all tenants sent by TCHC	2018	• Lead: Tenants First
	• Letters sent to senior tenants and posted in OUM outlining the creation of the Seniors Housing and Services Division	2018	
	• Presentation to Toronto Seniors Strategy Accountability Table	June 2018	• Participants: 50 • Report/Record: Toronto Seniors Strategy Meeting Minutes • Lead: Tenants First
	• Presentation to Toronto Seniors Forum	June 2018	• Participants: 30 • Report/Record: Toronto Seniors Forum Meeting Minutes • Lead: Tenants First
PHASE 3 (2018): Work with senior tenants to plan systems for ongoing senior tenant engagement			
Purpose	Description	Date	Details
Involve tenants in identifying engagement processes with service providers to design a service delivery model for seniors.	• Meeting with Seniors Voice	2018	• Participants: 10 • Lead: Tenants First



PHASE 4 (2019): Inform tenants and stakeholders informed of recommendations in July 2019 report (EX7.1), including ISM progress			
Purpose	Description	Date	Details
Inform all tenants of recommendations in the July 2019 report, including the recommendation to create a Seniors Housing Corporation.	<ul style="list-style-type: none"> <li>Post the report on the website (Tenants First/TCHC) with link to report and meeting dates</li> <li>Five information meetings in seniors' and non-seniors buildings (Downsview Acres, Islington Manor, Gus Harriss Place, Metro Hall)</li> </ul>	June 2019	<ul style="list-style-type: none"> <li>Participants: 100</li> <li>Report/Record: Seniors Housing Unit Report of Discussion.</li> <li>Lead: TCHC</li> </ul>
Advise CUPE Local 416 and Local 79 members about the ISM.	<ul style="list-style-type: none"> <li>Two information sessions with leaders and members from Local 416 and Local 79</li> </ul>		<ul style="list-style-type: none"> <li>Participants: 2</li> <li>Lead: TCHC</li> </ul>
Update tenants on the development progress of the ISM.	<ul style="list-style-type: none"> <li>Six tenant meetings across the Seniors Housing Unit portfolio</li> </ul>		<ul style="list-style-type: none"> <li>Participants: 51</li> <li>Lead: TCHC</li> </ul>
PHASE 5 (2019-2021): Develop the Integrated Service Model			
Purpose	Description	Date	Details
Consult with SHU Manager and Supervisors on the priority of the ISM.	<ul style="list-style-type: none"> <li>One consultation session with SHU Manager and Supervisors</li> </ul>	September 2019	<ul style="list-style-type: none"> <li>Participants: 13</li> <li>Lead: TCHC &amp; SSLTC</li> </ul>
Understand housing models in other jurisdictions.	<ul style="list-style-type: none"> <li>Five interviews with housing experts</li> </ul>	September-December 2019	<ul style="list-style-type: none"> <li>Participants: 5</li> <li>Lead: Canadian Urban Institute (research partner, supported by CMHC grant)</li> </ul>
Engage with health care partners in design and implementation of the ISM.	<ul style="list-style-type: none"> <li>One meeting with the North York Sub-Region Advisory Council (Representatives from health and social agencies serving seniors in the North York sub-region)</li> <li>Ongoing meetings with the Eastern Ontario Health Partners (key partner in ISM Phase 1 roll-out)</li> </ul>	January 2020	<ul style="list-style-type: none"> <li>Participants: 40</li> <li>Lead: TCHC &amp; SSLTC</li> </ul>
Engage community partners to identify how the ISM could improve the unit's condition, prevent falls, and improve access to services.	<ul style="list-style-type: none"> <li>Half day consultation with key stakeholders from primary care, home care, community services, housing, municipal and provincial government, and advocacy bodies.</li> </ul>	January 2020	<ul style="list-style-type: none"> <li>Participants: 74</li> <li>Report/Record: Integrated Service Model for Seniors Housing-Stakeholder Consultation</li> <li>Lead: Dr. Christine Sheppard, Sunnybrook Research Institute (research partner, supported by CMHC grant)</li> </ul>
Understand the health and needs of older tenants living in TC Housing buildings.	<ul style="list-style-type: none"> <li>One-on-one interviews with tenants and community service providers who work in TC Housing buildings</li> </ul>	November 2020 – February 2021	<ul style="list-style-type: none"> <li>Participants: 11 (see <a href="#">link for more details on participants</a>)</li> <li>Report/Record: Integrated Service Model for Seniors Housing-Stakeholder Consultation</li> <li>Lead: Dr. Christine Sheppard, Sunnybrook Research Institute (research partner, supported by CMHC grant)</li> </ul>
Update community partners on ISM status and gain feedback.	<ul style="list-style-type: none"> <li>Presentation to Toronto Seniors Strategy Meeting Table</li> </ul>	January 2020	<ul style="list-style-type: none"> <li>Participants: 60</li> <li>Report/Record: Toronto Seniors Strategy Meeting Minutes</li> <li>Lead: Dr. Christine Sheppard, Sunnybrook Research Institute (research partner, supported by CMHC grant) and SSLTC</li> </ul>
Consult with senior tenants to understand senior tenant experience with the ISM.	<ul style="list-style-type: none"> <li>Focus group with senior tenants</li> </ul>	August 2020	<ul style="list-style-type: none"> <li>Participants: 10</li> <li>Lead: Dr. Christine Sheppard, Sunnybrook Research Institute (research partner, supported by CMHC grant) and TCHC</li> </ul>

\*Additional engagement with tenants and community partners was impacted by COVID-19. (TCO/ID-10)



Demographic Data on Participants in the One-on-one Interview Conducted by Dr. Christine Sheppard, research

- 1) Conducted interviews (n=58) with 58 tenants:
- 3 married couples + 1
  - Average age: 70
  - 49% Male
  - 78% Lived Alone
  - Lived in TCH for ~9 y
  - From 27 buildings:
    - 24% North East
    - 47% Downtown
    - 16% Central
    - 14% South East
    - 0 West
  - Participants included
- 2) Conducted interviews (n=58) with 58 professional groups (n=4) with 58 professional groups:
- Service providers supporting tenants
  - 17 agencies from a variety of sectors (n=51)
    - community support (n=51)
    - primary care (n=4)
    - housing (n=4)
  - Mix of management (n=4) and frontline staff (n=48)

Country "No-Gentleman"  
Thomas "Tommy"  
Hunter

Toronto Grand Old  
Housing Corporation

Integrated Service Models

# Hunter

## Summary of CMHC Grant Supported Research

In partnership with Sunnybrook Research Institute, and with the support of a CMHC grant, robust research activities and consultations with stakeholders were undertaken to better understand the housing needs of older adults and how these needs would be met through the ISM.

Activity	Purpose	Scope/Audience
Academic Scoping Review	Review of the academic literature to identify characteristics of (1) older adults and (2) social housing services	50 peer-reviewed academic journal articles
Environmental Scan	Identify how integrated housing approaches can enhance health and housing stability for seniors	34 international housing models for older adults run by public, private, and non-profit agencies
Qualitative Interviews with Senior Tenants	Identify the housing needs of older tenants	58 diverse older tenants interviewed from 27 buildings
Qualitative Interviews with Service Providers	Explore the housing needs of older adults living in TCHC buildings; examine how the current service delivery model meets those needs and as gaps in service	58 providers from community support services, primary care, and housing that support older TCHC tenants
Community Consultation	Develop recommendations, strategies and solutions for how the new Integrated Service Model for the seniors' designated TCHC buildings can: (1) improve the condition; (2) prevent evictions and promote housing retention; and (3) facilitate access to health and social services.	74 stakeholders from housing, community and social services, primary care, the municipal and provincial government, and advocacy agencies



Integrated Service Model – Logic Model

Issue	Seniors living in TCHC are disproportionately affected by poverty, social isolation, mobility issues, and cognitive and mental health issues. There is a disconnect between tenants and the services they need.			
Tenant Priorities	Tenants have identified the following four priorities: • Units that are clean and well-maintained • Safe and secure living conditions and communities; • Access to programs, services, and support • A respectful and proactive communication that is timely and respectful.			
Objectives	The objectives of the Integrated Service Model are to: • Build relationships of trust between senior tenants and staff • Improve the delivery of housing services, with an increased focus on issues that impact housing stability for tenants; • Increase access to health and community support services through enhanced partnerships with community agencies and integration of services directly in TC			
Target Group	Seniors living in the 83 seniors designated buildings operated by the Senior Housing Corporation			
Inputs	SHU resources, City of Toronto partnership (Accountable Communities for Wellbeing data), LHIN partnership (health data, Care Coordinators), community agency partnerships (e.g. food banks, etc.)			
Strategies (Innovations)	Staffing Model	Housing Operations Policy	Engagement and Partnerships	Designated Care Coordinators
Activities	<ul style="list-style-type: none"><li>• Delete the TSC &amp; CSC roles and create the SSC, TSA, and SES roles<sup>1</sup></li><li>• Increase staff training</li><li>• Identify partnership training</li><li>• Train staff on tenant issues</li></ul>	<ul style="list-style-type: none"><li>• Create and implement senior-specific housing policies in priority areas<sup>2</sup></li><li>• Create the Seniors Tenant Advisory Committee to advise on ISM implementation</li></ul>	<ul style="list-style-type: none"><li>• Connect agencies to existing partners</li><li>• Create Hub space in TCHC buildings</li><li>• Engage with tenants and partners to identify service offerings and programs for Hubs</li></ul>	<ul style="list-style-type: none"><li>• Assign designated LHIN Care Coordinators to each building</li><li>• Develop tenant referral processes</li><li>• Host integrated team meetings with health and housing staff</li></ul>
Outputs	<ul style="list-style-type: none"><li>• # of staff hired</li><li>• # and type of training developed and offered</li><li>• # of staff trained</li><li>• # of team meetings</li></ul>	<ul style="list-style-type: none"><li>• # of policies revised/created</li><li>• # of STAC meetings</li><li>• Tenant feedback</li><li>• # of newsletters</li><li>• # of regional town</li></ul>	<ul style="list-style-type: none"><li>• # of partner agencies identified</li><li>• # of tenants engaged</li><li>• Menu of programs available</li><li>• # of Hubs created</li></ul>	<ul style="list-style-type: none"><li>• # of Care Coordinators assigned to buildings</li><li>• # of integrated team meetings</li></ul>
Short-Term Outcomes	<ul style="list-style-type: none"><li>• Increased staff to tenant ratio</li><li>• Increased tenant awareness of building staff</li><li>• Increased staff knowledge of seniors issues and support services</li></ul>	<ul style="list-style-type: none"><li>• Increased awareness of policy changes among tenants and staff</li><li>• Increased staff compliance with change</li><li>• Increased communication</li></ul>	<ul style="list-style-type: none"><li>• Increased awareness of Hub programs and services among tenants and housing staff</li><li>• Increased access to Hub programs and services among tenants</li></ul>	<ul style="list-style-type: none"><li>• Increased communication between housing and health staff</li><li>• Increased number of tenants connected to community support services</li></ul>
Intermediate Outcomes	<ul style="list-style-type: none"><li>• Improved relationships between tenants and staff (↑ tenant satisfaction, ↑ communication)</li><li>• Improved delivery of services (↓ excessive hoarding, ↓ tenant evictions)</li><li>• Improved access to health and community support services (↑ access to TC LHIN funded services, ↓ crisis referrals to long-term care places)</li></ul>			
Long-Term Outcomes	Senior tenants have an increased ability to age in place with dignity and in comfort.			

Assumptions	Risks
<ul style="list-style-type: none"><li>• The delivery of services is dependent on the availability of staff</li></ul>	<ul style="list-style-type: none"><li>• COVID-19 pandemic reallocates resources from ISM implementation</li><li>• Insufficient resources to support ISM implementation</li><li>• Inconsistent administration of policies across buildings</li><li>• Senior tenants do not feel the new policies align with their priorities</li><li>• Reorganization of TC LHIN into Ontario Health Services</li><li>• Legislation restricts the ability to share data across sectors</li></ul>

<sup>1</sup> TSC = Tenant Services Coordinator, CSC = Community Services Coordinator, TSA = Tenant Services Administrator, SSC = Seniors Services Coordinator, SES = Support and Engagement Supervisor  
<sup>2</sup> Priority areas include unit and building condition, safety and security, communication and housing retention, and eviction prevention.



# Country "No-Gentle" Thomas "Tommy"

## List of 83 Seniors-Designated TCHC buildings

(Sorted by Seniors Housing Unit region)

Development Name	Address	Ward	No. of Units	Seniors Housing Unit Region
Beaches Lions Centennial	50 Norway Ave.	10	10	South East
Blair Court	266 Donlands Ave.	10	10	South East
Broadview Ave. (717)	717 Broadview Ave.	10	10	South East
Broadview Manor	80 Danforth Ave.	10	10	South East
Byng Towers	3330 Danforth Ave.	10	10	South East
East York Acres	9 Haldon Ave.	10	10	South East
Frances Beavis Manor	369 Pape Ave.	10	10	South East
Glen Stewart Acres	828 Kingston Rd.	10	10	South East
Glenyan Manor	10 Deauville Lane	10	10	South East
Greenwood	145 Strathmore Blvd.	10	350	South East
Hanscomb	7 Coatsworth Cr.	10	48	South East
Kinsmen	2287 Gerrard St. E.	10	38	South East
May Birch Apartments	859 Dundas St. E.	10	29	South East
Scarborough	575 Danforth Rd.	10	16	South East
St. George Manor	17 Brimley Rd.	10	330	South East
Sunrise Towers	1420 Victoria Park Ave.	16	330	South East
The Overlea	12 Thorncliffe Park Dr.	15	219	South East
Woodbine Acres	133 Merrill Ave. E.	19	42	South East
Bathurst Place	3036 Bathurst St.	8	160	Central
Doug Saunders Apartments	1775 Eglinton Ave. W.	12	300	Central
George Barker Manor	384 Mount Pleasant Rd.	12	155	Central
Janet Magee Manor	71 Merton St.	12	167	Central
Joseph Brown Manor	3179 Yonge St.	15	110	Central
King High Acres	12 King Hwy.	6	31	Central
Lawrence Avenue (650)	650 Lawrence Ave. E.	10	14	Central
Louise Towers			99	Central
Marjory Carton Apartments			125	Central
Montgomery Place			266	Central
Moore Place			185	Central
Northacres Apts.			16	Central

Highlighted buildings are currently not in the Integrated Service Model. Operations are managed by contracted companies.

# Integrated Service Models



# Country "No-Gentle" Thomas "Tommy"

Development Name	Address	Ward	No. of Units	Seniors Housing Unit Region
Northacres Apts.	4 Flemington Rd.	8	16	Central
Northacres Apts.	6 Flemington Rd.	8	16	Central
Northacres Apts.	8 Flemington Rd.	8	15	Central
Northacres Apts.	14 Flemington Rd.			Central
Northacres Apts.	16 Flemington Rd.			Central
Northacres Apts.	18 Flemington Rd.			Central
Northacres Apts.	20 Flemington Rd.			Central
Saranac Apartments	3174 Bathurst St.			Central
Sheppard Place	4455 Bathurst St.			Central
The Sherwood	2567 Yonge St.			Central
West Don Apartments	6250 Bathurst St.			Central
Alexandra Park Apartments	91 Augusta Ave.			Downtown
Beverly Manor	168 John St.		180	Downtown
College Hill Apartments	423 Yonge St.		340	Downtown
Donvale	330 Gerrard St. E.		81	Downtown
Edna Drive	540 Queen St. E.		44	Downtown
Kensington	34 Oxford St.		189	Downtown
King Street	585 King Street East	13	128	Downtown
Leonardo Court	72 Clinton St.	11	157	Downtown
May Robinson Apartments	20 West Lodge Ave.	14	295	Downtown
May Robinson Apartments	25 West Lodge Ave.	14	98	Downtown
McMurrich Place	18 Davenport Rd.	11	128	Downtown
Riverdale Acres	230 River St.	13	25	Downtown
Sackville St. (252)	252 Sackville St.	13	159	Downtown
Springhurst Manor	1447 King St. W.	4	59	Downtown
The Rankin Apartments	55 Rankin Cres.	9	176	Downtown
William Dennison Apartments	310 Dundas St. E.	13	155	Downtown
William Dennison Apartments	237 Sherbo	13	11	Downtown
Winchester Square	55 Ble	13	260	Downtown
Arleta Manor	7 A		201	West
Arleta Manor			171	West
Edgeley Apartments			323	West
Edwards Manor			307	West
Griggs Manor 1			300	West
Griggs Manor 2			100	West
Islington Manor			350	West
Kendleton Dr. (11)			58	West

Highlighted buildings are directly managed by CC. Other buildings are managed by contracted companies.

# Integrated Service Models

# Country "No-Gentle" Thames "Tammy"

Development Name	Address	Ward	No. of Units	Seniors Housing Unit Region
Lerette Manor	250 Twelfth St.	3	175	
Outlook Manor	55 Outlook Ave.	5	275	
Silverthorn Place	600, 602-612B Rogers Rd.	5	207	
Woods Manor	2835 Lakeshore Blvd. W.			West
Beecroft Manor	35 Park Home Ave.			North East
Brimley Acres	2950 Lawrence Ave. E.			North East
Cedarbrae Manor	65 Greencrest Circuit	24	400	North East
Cliffwood Manor	4000 Don Mills Rd.			North East
Gus Harris Place	120 Town Haven Place			North East
Neilson House	1315 Neilson Rd.		26	North East
Sanderling Place	20 Sanderling Place		90	North East
Senechal	1700 Finch Ave. E.		275	North East
Tam O'Shanter Towers	3825 Sheppard Ave. E.	22	300	North East
The Kemp	5430 Yonge St.	3	239	North East
Willowdale Manor	175 Cummer Ave.	8	246	North East
Wishing Well Manor	2008 Pharmacy Ave.	22	293	North East
Total Number of Buildings				73
Total Number of Developments				13,004
Total Number of				

Highly sought buildings are directly managed by C. Operations are managed by contracted companies

# Integrated Service Models



# Integrated Service Model Staffing Model

## Comparison of Current and ISM Staffing Models

Current Staffing Model		New Staffing Model	
Title	Description	Title	Description
Community Service Coordinator (CSC)	<ul style="list-style-type: none"> <li>• Supports tenancy challenges &amp; tenant needs</li> <li>• Connects tenants to external supports</li> <li>• Division of Support &amp; Engagement Roles</li> </ul>	Senior Services Coordinator (SSC)*	<ul style="list-style-type: none"> <li>• Main point of contact for all tenant-facing services</li> <li>• Works with maintenance staff on site in the building</li> <li>• Provides access and support service, with responsibility for tenancy management</li> </ul>
Tenant Services Coordinator (TSC)	<ul style="list-style-type: none"> <li>• Vacancies</li> <li>• Arrears</li> <li>• Annual Income Verification</li> <li>• Tenancy Management</li> </ul>	Tenant Services Administrator (TSA)	<ul style="list-style-type: none"> <li>• Takes on the administrative tenancy management functions               <ul style="list-style-type: none"> <li>○ e.g. routine correspondence, rent assessments, data collection, etc.</li> </ul> </li> </ul>
		Support & Engagement Supervisor	<ul style="list-style-type: none"> <li>• Works out of Region Office</li> <li>• Manages and supports SSCs in buildings</li> <li>• Oversees tenant support, engagement and partnership development</li> </ul>

\* Formerly titled Housing Stability Coordinators

# Country "No-Gentle" Thomas "Tommy" Hunter

## Proposed Staff Training Topics

Through the Integrated Service Model, there will be ongoing professional development on seniors-specific topics for all non-staff.

In addition to existing TCHC training, staff in the training and professional development on the following topics, an exhaustive list that will be re-visited based on emerging issues:

- Conflict Resolution
- Non-violent Crisis Intervention
- Customer Service
- Financial Supports for Seniors (OAS, GIS, etc.)
- Mental Health and Addictions (e.g. Mental Health First Aid)
- Working with Vulnerable Populations
- Dementia and Cognitive Impairments
- Elder Abuse
- Dementia and Depression
- Anti-Racism
- Elder Abuse (physical, sexual, emotional, neglect, financial)
- Unit Training and the Unique Needs of Seniors
- Navigating Services for Seniors
- Rights of Seniors
- Confidentiality and Privacy

Staff members will receive different training based on their role. Where possible, the Seniors Housing Unit will work with partners to deliver training.

# Integrated Service Models



# Country "No-Gentle" Thomas "Tommy" Hunter

## Reporting Requirements

As outlined in the *Accountability Framework*, the SHU is required to submit the following documentation to SSLTC:

- *Annual Program Plan*<sup>1</sup>
- *Monthly KPI Reports*

### 1) Annual Program Plan

The Annual Program Plan provides a summary of the ISM implementation of the ISM requirements and achievement towards the ISM objectives.

- Building relationships of trust between tenants and housing staff;
- Improving the delivery of housing services and focus on issues that impact seniors' housing stability;
- Increasing access to health and community support services through enhanced integration of community and housing services in buildings.

The Annual Program Plan is required for submission to the SHU to SSLTC in Q4 of each year and should include the following.

ISM Requirements	Summary of Activities	Outcomes (Results-Based Accountability)	Priorities for the Next Year
1) New Standard Model	Summarize the actions taken in the	Provide a summary of:	Summarize the priorities within each of the ISM requirements for the next year, and the strategies that will be implemented to achieve these goals.
2) Seniors-Specific Policies and Procedures	Summarize the requirement, as outlined in the	- How much was	
3) Seniors Health and Wellness Hubs	<i>Accountability network.</i>	- How well was it	
4) Designated Care Coordinators	Summarize the challenges, opportunities, etc.	- How many better off as a result of the change?	
5) Senior Tenants Advisory Committee	Summarize the activities should be summarized at a	Identify how progress has been made towards the achievement of the ISM objectives.	Activities should be summarized at a regional level where possible.
6) Other Tenant Engagement	Summarize the activities should be summarized at a regional level where possible.	Identify how progress has been made towards the achievement of the ISM objectives.	Activities should be summarized at a regional level where possible.

<sup>1</sup> SSLTC will work with the SHU to develop the reporting requirements outlined in the Annual Program Plan. The SHU will be required to submit the Annual Program Plan to the SSLTC established, to minimize the reporting requirements outlined in the Annual Program Plan.

# Integrated Service Models

# Country "No-Gentle" Thomas "Tommy"

## 2) KPI Reports

The KPI Reports will be submitted by the SHU. The reports will include all KPIs outlined below. In addition, the KPIs under development by TCHC will be tracked as they become available.

Key Performance Indicators	Expected Direction of Change	Source
Total # of maintenance work orders created		SHU
Service level (i.e., % of maintenance orders completed within 5 business days)		SHU
# of pest control requests		SHU
# of units with mold or excessive clutter (per year)		SHU
# of units identified as having pest issues through Annual Unit Inspection process	Increase	SHU
Tenant satisfaction with building maintenance and cleanliness (via the Senior Tenant Experience Survey)	Increase	SHU
# of community safety events	Decrease	SHU
Types of community safety events	N/A	SHU
Tenant perception of safety (via the Senior Tenant Experience Survey)	Increase	SHU
Total arrears – # of households	Decrease	SHU
Retroactive arrears value & # of households	Decrease	SHU
Arrears under the limit of subsidy due to non-payment of rent – # of households	Decrease	SHU
# of repayment agreements	Increase	SHU
Repayment agreements – ratio of households with repayment agreements versus # of households with arrears	Ratio will increase	SHU
# of outstanding apartment rent reviews	Decrease	SHU
# of active legal filings (arrears)	Decrease	SHU
# of active legal filings (legal acts)	Decrease	SHU
# of active legal filings (health and safety)	Decrease	SHU
# of evictions executed	Decrease	SHU
Vacancy rate (target 1.5%)	Decrease	SHU
# of Tenant and Community Support requests created	Increase (then decrease)	SHU
Types of TCS support requests (e.g., mental health, behaviour, critical care, relocation, unit conversion)	N/A	SHU
# of referrals made to community support services	Increase	SHU

# Integrated Service Models





Key Performance Indicators	Expected Direction of Change	Source
# of partnerships created with community age (i.e., use of space agreements signed)	Increase	
Tenant perception of access to services and supports (via the Senior Tenant Experience Survey)	Increase	SHU
# of newsletters issues produced		SHU
Overall tenant experience (via the Senior Tenant Experience Survey)		SHU

Integrated Service Models



Data Dictionary & Collection Plan

Program Name: Integrated Service Model  
Date Created: September 2020

Part A: Data Dictionary and Performance Targets				Part B: Data Collection Plan									
Measure	Type	Operational Definition (whether it is a percentage or a count; parameters around what/who is being measured; definition of terms which may be ambiguous)	Target (if relevant)	Owner of Data	Indicator Currently Exists or Under Development (e.g., whether the indicator is currently collected or will be collected in the future)	Data Source (e.g., database, clients - all clients or a sample)	Data Collection Tool (e.g., intake forms, surveys)	Frequency of Data Collection (e.g., daily, weekly, monthly, annually)	Who is responsible for collecting data?	Where and how data is stored? (e.g., Excel, Clear Impact Scorecard, database)	Who is responsible for sending data to SSLTC?	Who is responsible for analyzing data?	Reporting Frequency (e.g., daily, weekly, monthly, annually)
Maintenance Requests	Property											Business Planner/ Analyst, SHU	Monthly
Maintenance Service Level	Property											Business Planner/ Analyst, SHU	Monthly
Pest Control	Property				Currently exists			Monthly	TCHC	Database		Business Planner/ Analyst, SHU	Monthly
Pest Issues	Property			TCHC	Currently exists	Annual Unit Inspection data	Inspection	Annually	TCHC	Database	Business Planner/ Analyst, SHU	Business Planner/ Analyst, SHU	Annually
Hoarding	Property			TCHC	Currently exists	Annual Unit Inspection data	Inspection	Annually	TCHC			Business Planner/ Analyst, SHU	Annually
Tenant Experience	Property			TCHC	Under development	Tenant Experience Survey data	Survey	Annually	TCHC			Business Planner/ Analyst, SHU	Annually
Tenant and Community Service Request	Access to Services Support	# of Tenant and Community Service (TCS) support requests created		TCHC	Currently exists							Business Planner/ Analyst, SHU	Monthly
Tenant and Community Service Request Type	Access to Services Support	Types of TCS support requests created		TCHC	Currently exists			Monthly	TCHC			Business Planner/ Analyst, SHU	Monthly
Referrals	Access to Services Support	# of referrals made to connect tenants with external services		TCHC	Currently exists		Service Requests	Monthly	TCHC	Database		Business Planner/ Analyst, SHU	Monthly
Partnership	Access to Services Support	# of partnerships created with community agencies		TCHC	Under development	Tenant Experience Survey data	Service Agreements	Annually	TCHC	Excel	Business Planner/ Analyst, SHU	Business Planner/ Analyst, SHU	Annually
Tenant Experience	Access to Services Support	Tenant perception of access to services and supports		TCHC	Under development	Tenant Experience Survey data	Surveys	Annually	TCHC	Excel	Business Planner/ Analyst, SHU	Business Planner/ Analyst, SHU	Annually
Community Safety Events	Community	# of Community Safety Events		TCHC	Currently exists	Community Reporting System	Reports	Monthly	TCHC	Database		Business Planner/ Analyst, SHU	Monthly
Types of Community Safety Events	Community	Types of Community Safety Events		TCHC	Currently exists		Reports	Monthly	TCHC	Database		Business Planner/ Analyst, SHU	Monthly
Tenant Experience	Community	Tenant perception of safety		TCHC	Currently exists		Surveys	Annually	TCHC	Excel		Business Planner/ Analyst, SHU	Annually
Newsletters	Community	# of newsletters issues produced		TCHC	Currently exists		Divisional Record	Annually	TCHC	Divisional Record		Business Planner/ Analyst, SHU	Annually
Tenant Experience	Community	Overall tenant experience in terms of communication		TCHC	Currently exists		Surveys	Annually	TCHC	Excel		Business Planner/ Analyst, SHU	Annually
Total Arrears	Tenancy	Value and # of households in arrears		TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel		Business Planner/ Analyst, SHU	Monthly
Retroactive Arrears	Tenancy	Value and # of households in arrears		TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel		Business Planner/ Analyst, SHU	Monthly
Arrears under Loss of Subsidy due to non-return of Annual Review	Tenancy	Value and # of households in arrears		TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel		Business Planner/ Analyst, SHU	Monthly
Repayment agreements	Tenancy	Value and # of households in arrears		TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel		Business Planner/ Analyst, SHU	Monthly
Percentage of households in arrears with repayment agreements	Tenancy Management	# of households with repayment agreements divided by the total # of households in arrears		TCHC	Has to be calculated	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/ Analyst, SHU	Business Planner/ Analyst, SHU	Monthly
Outstanding Annual Rent Reviews	Tenancy Management	# of outstanding annual rent reviews		TCHC	Currently exists	HMS	HMS entries	Monthly	TCHC	Excel	Business Planner/ Analyst, SHU	Business Planner/ Analyst, SHU	Monthly
Active legal files - arrears	Tenancy Management	# of active legal files - arrears		TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/ Analyst, SHU	Business Planner/ Analyst, SHU	Monthly
Active legal files - illegal acts	Tenancy Management	# of active legal files - illegal acts		TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/ Analyst, SHU	Business Planner/ Analyst, SHU	Monthly



Part A: Data Dictionary and Performance Targets				Part B: Data Collection Plan									
Measure	Type	Operational Definition (whether it is a percentage or a count; parameters around what/who is being measured; definition of terms which may be ambiguous)	Target (if relevant)	Owner of Data	Indicator Currently Exists or Under Development (e.g., whether the indicator is currently collected or will be collected in the future)	Data Source (e.g., database, clients - all clients or a sample)	Data Collection Tool (e.g., intake forms, surveys)	Frequency of Data Collection (e.g., daily, weekly, monthly, annually)	Who is responsible for collecting data?	Where and how data is stored? (e.g., Excel, Clear Impact Scorecard, database)	Who is responsible for sending data to SSLTC?	Who is responsible for analyzing data?	Reporting Frequency (e.g., daily, weekly, monthly, annually)
Active legal files - health and safety	Tenancy Management	# of active legal files - health and safety		TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Evictions	Tenancy Management	# of evictions		TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Vacancy Rate	Tenancy Management	# of vacant units		TCHC	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
False Fire Calls	Safety and Security	# of false fire calls		City of Toronto - Fire Services	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Fire Calls	Safety and Security	# of fire calls		City of Toronto - Fire Services	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
EMS Calls	Access to Services/Support	# of EMS calls to each TCHC seniors building		City of Toronto - Paramedic Services	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Police calls	Safety and Security	# of police calls to each TCHC seniors buildings		Toronto Police Services	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
TC LHIN Service Availability	Access to Services/Support	# of individual TC LHIN funded services offered to each TCHC seniors building		TC LHIN	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Residents connected to TC LHIN funded services	Access to Services/Support	# of unique service users receiving any amount of service from a TC LHIN funded community services in TCHC seniors buildings		TC LHIN	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Emergency department visits	Access to Services/Support	# of low urgency emergency department visits (based on a CTAS* score of 4 or 5) in TCHC seniors buildings or postal code areas		TC LHIN	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly
Crisis long-term care placements	Access to Services/Support	# of crisis long-term care placements from TCHC seniors buildings		TC LHIN	Currently exists	Consolidated Reports provided by the Legal Unit	Reports	Monthly	TCHC	Excel	Business Planner/Analyst, SHU	Business Planner/Analyst, SHU	Monthly

**Notes:** For Phase 1 ISM, all indicators collected and provided to SSLTC for analysis. Some data limitations apply (due to human error, data collection methods, etc.). In addition, for survey data, limited sample size may apply. Responses to questions about tenant perception are unavoidably subjective. Responses are not always guaranteed. \*CTAS = Caiadian Triage & Acuity Scale. Health indicators may be impacted by other factors outside of the ISM. The ISM partnership is a key part of the ISM partnership, and all data is shared with the ISM.

## Integrated Service Models